Position Management Workshop: Case Study

Human Resources Office

COMNAVREGHAWAII

Workshop Outline

- *Why Position Mgt?*
- *Cost Factors of PM*
- *Policy & Objectives*
- *Definitions*
- *Case Study Exercise*
- *Group Reports*
- *Pre-test*
- *Conclusion*

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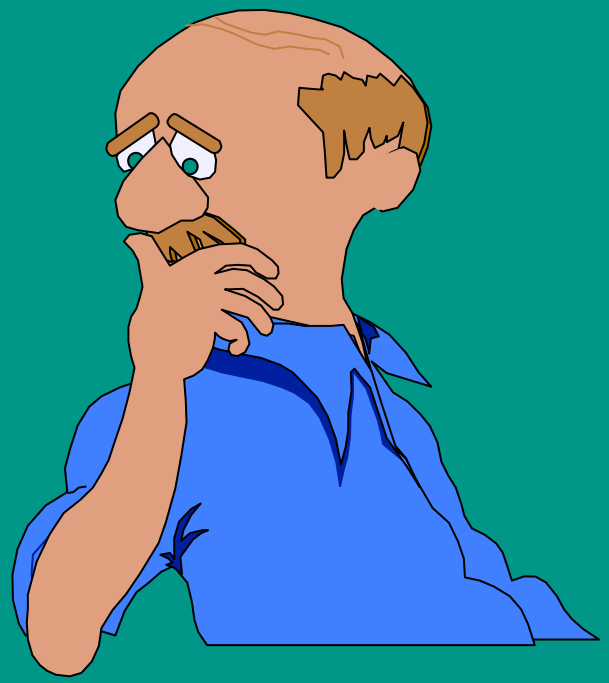


Why Position Management?

Recruiting Problems

Grievances

Increase Costs

Red Tape

High Turnover

Poor Customer Service

Bottlenecks

Backlogs

Difficulty in demonstrating personnel needs

Low Morale

Disciplinary Problems

High Error Rates

Cost Factors of PM Decisions

Salary

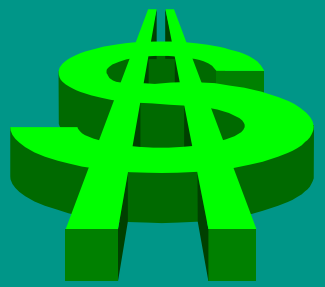
Life Insurance

Health Insurance

RIF Costs

Leave

Retirement



PM Policy and Objectives

- Activity Head delegates PM authority to line managers
- Managers must first complete required TRAINING

Training Objective 1

Provide skills training in PM concepts & position design (micro level)

Training Objective 2

Provide "hands-on" training in organization design (macro level)

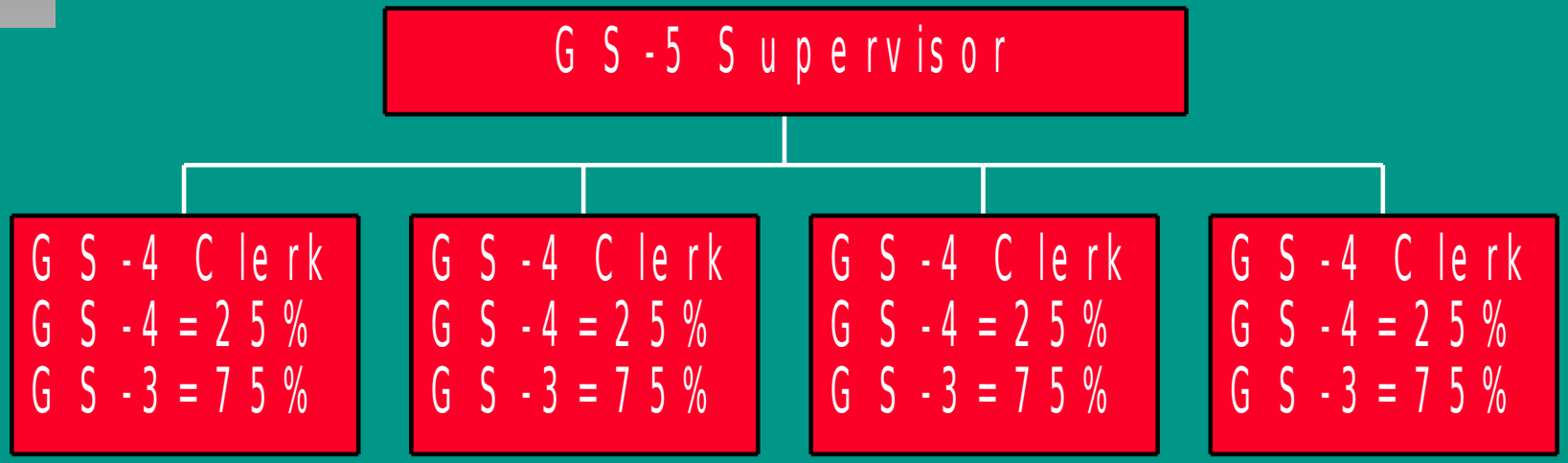
Definition of Position Management (PM)

- ***PM** - Organizing & structuring positions within an organization to accomplish the mission with maximum economy, efficiency & productivity.*

- ***Effective PM** - Getting work done by using appropriate tools & people in a way that represents the **best balance** of economy, efficiency & effectiveness.*

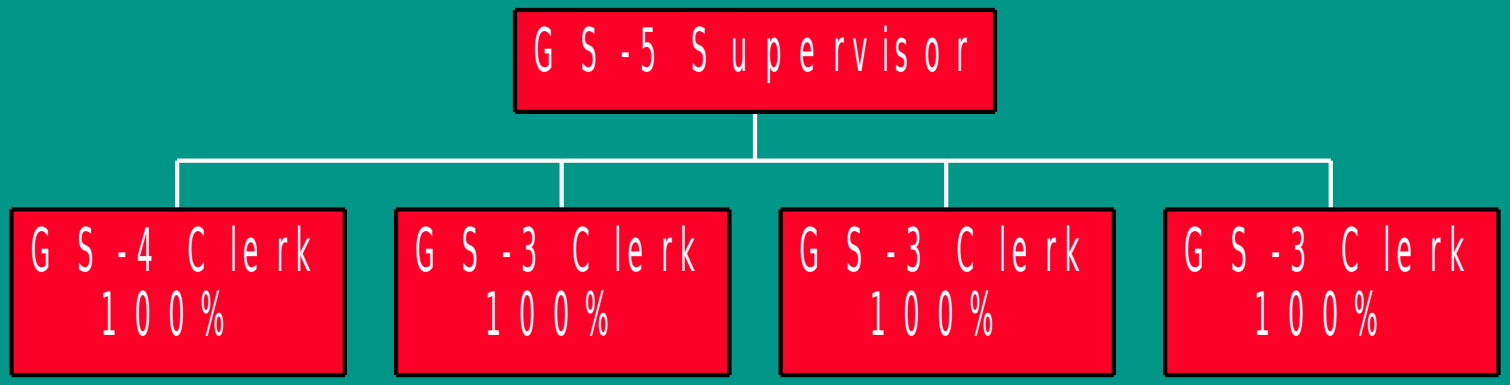
Integrating Position Design & Organization Structure

Option 1

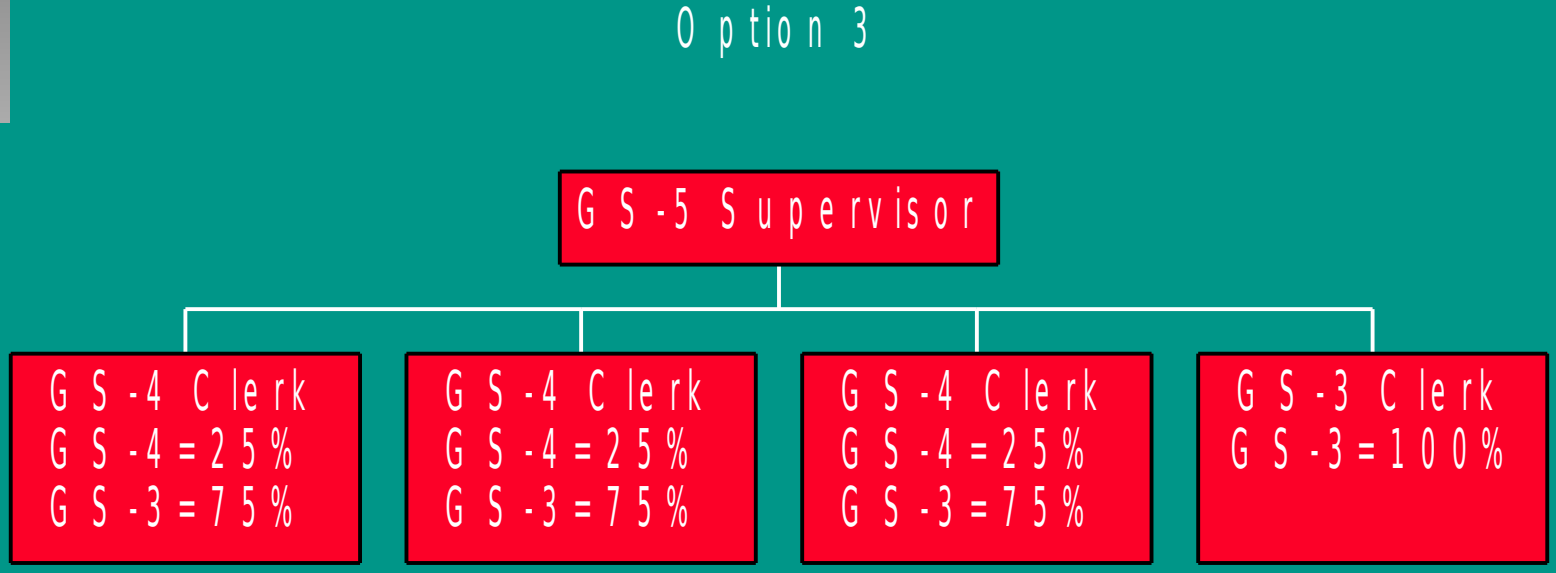


Integrating Position Design & Organization Structure (Cont'd)

Option 2

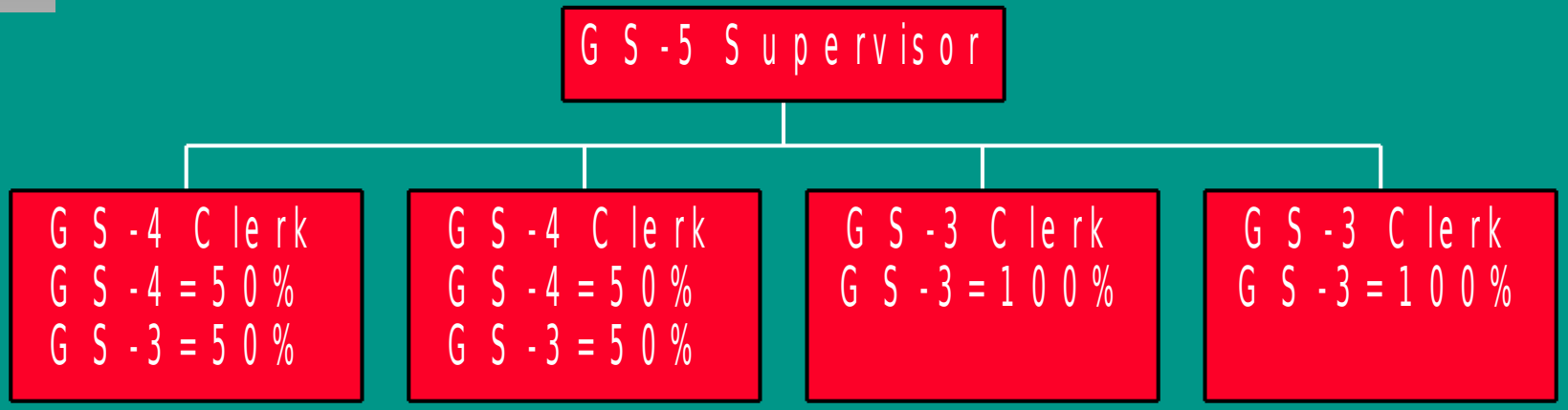


Integrating Position Design & Organization Structure (Cont'd)



Integrating Position Design & Organization Structure (Cont'd)

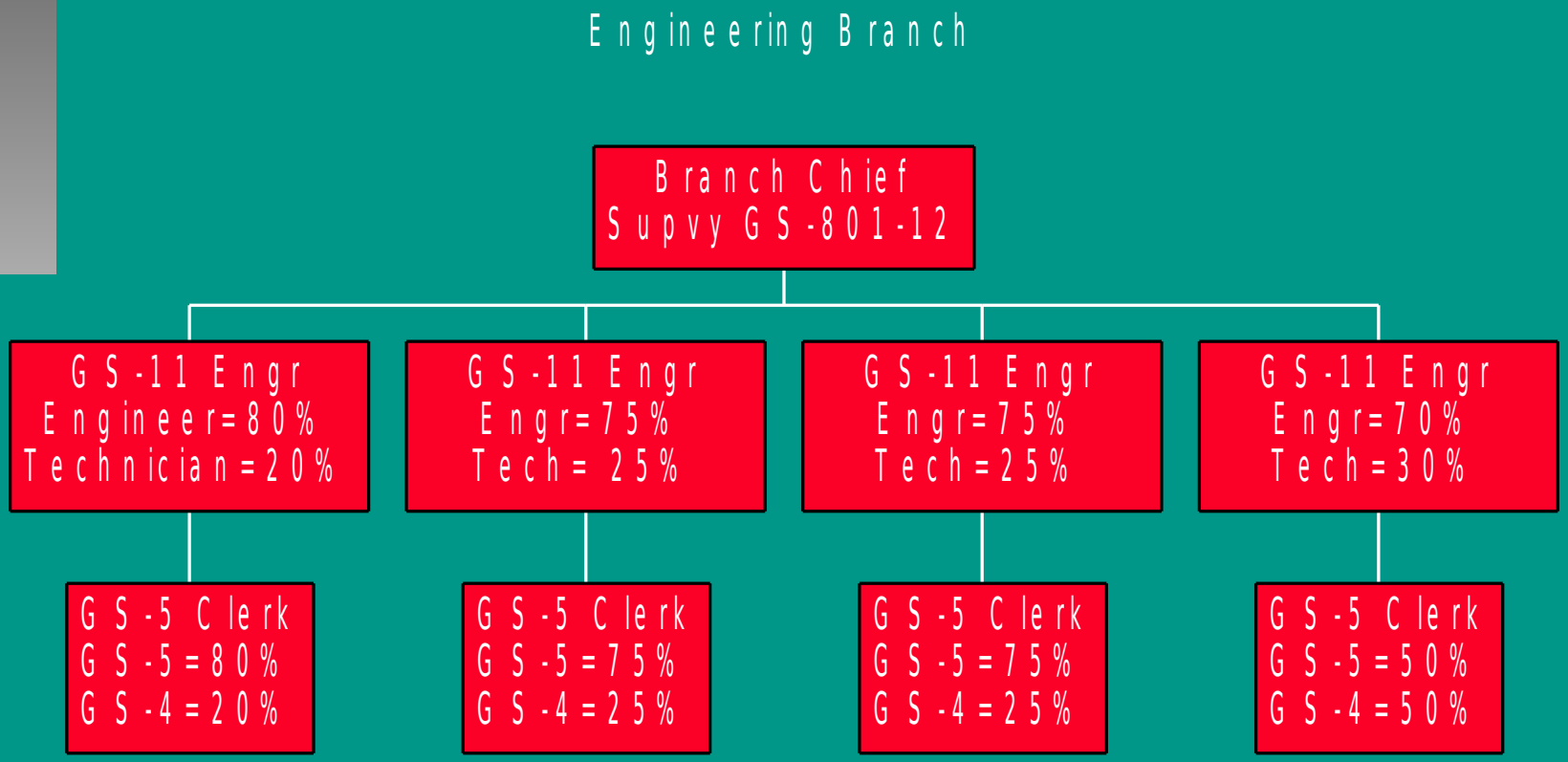
Option 4



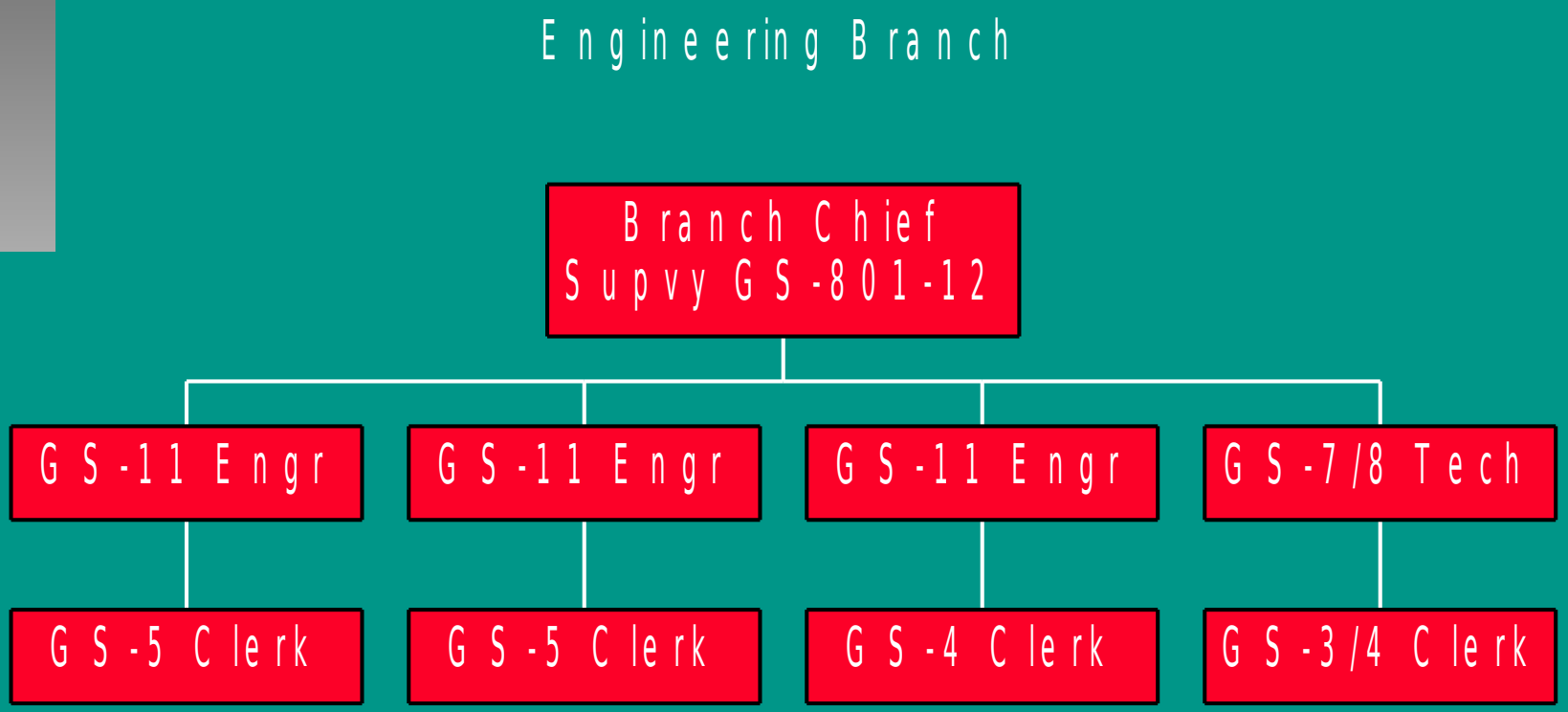
Consequences of Poor Position Management

- *Poor PM practices lead to problems in many areas - customers, employees, and the organization. 4 problem areas:*
  - *Fragmentation*
  - *Excessive layering*
  - *Unnecessary positions*
  - *Narrow span of control*

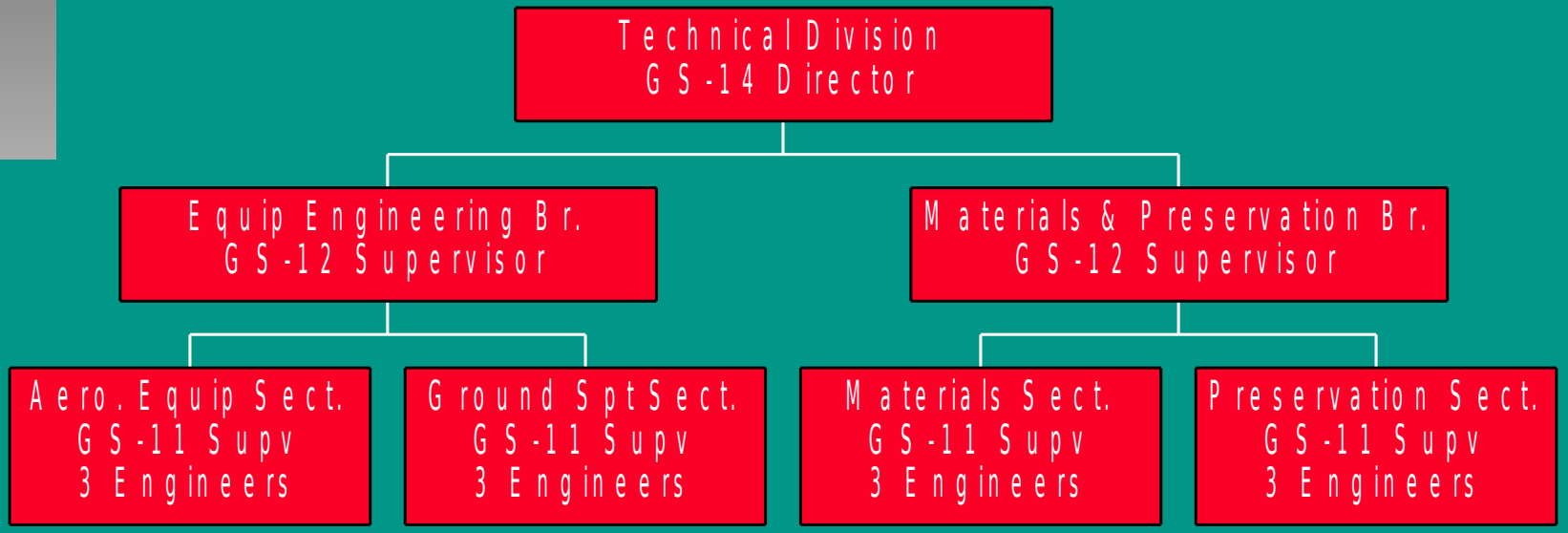
Fragmentation Example - Before



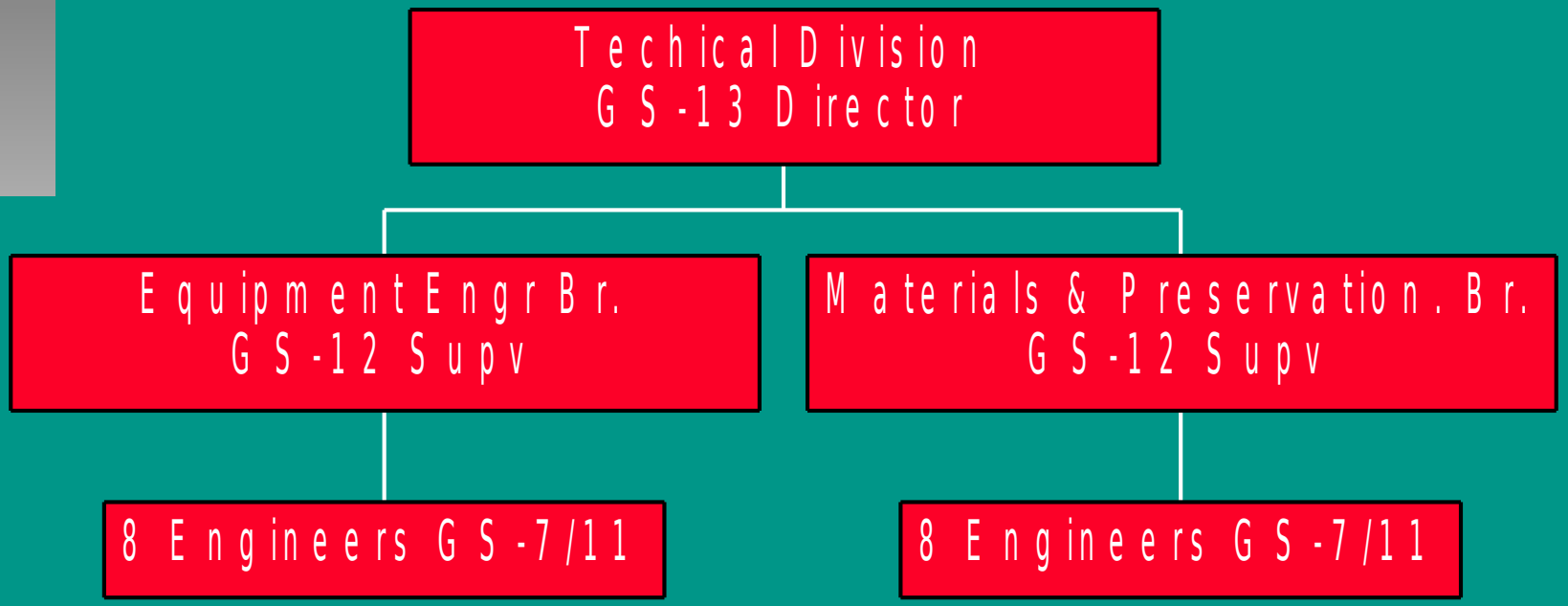
Fragmentation Example - After



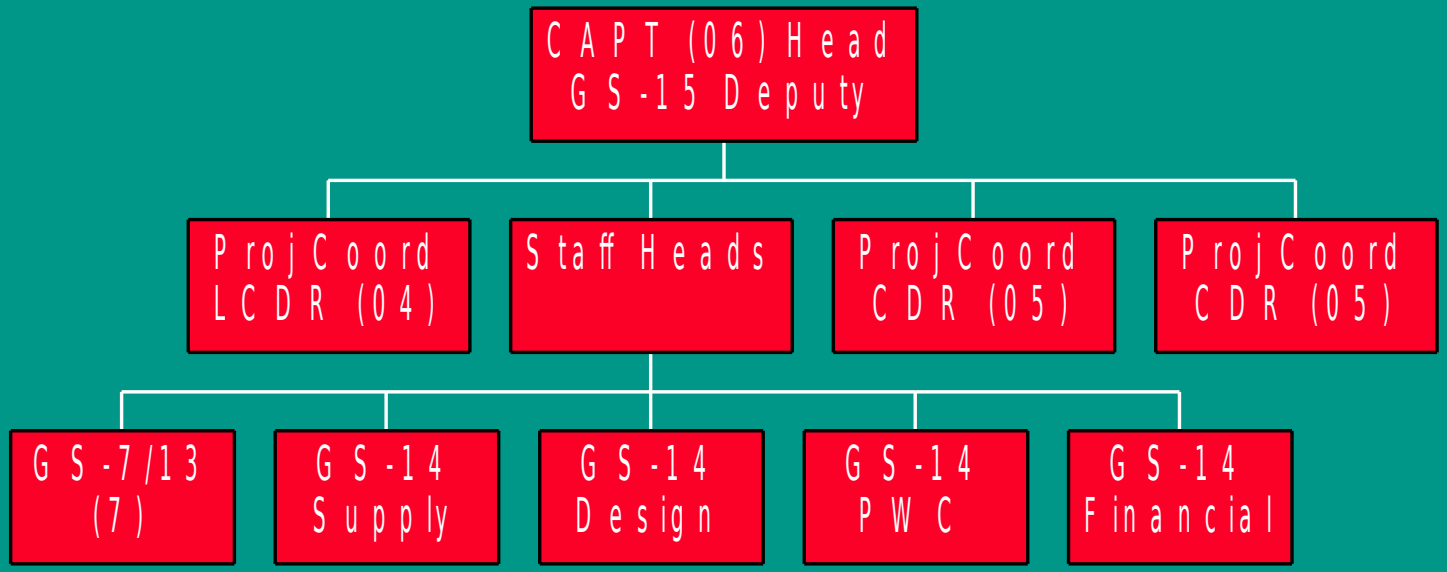
Excessive Layering Example - Before



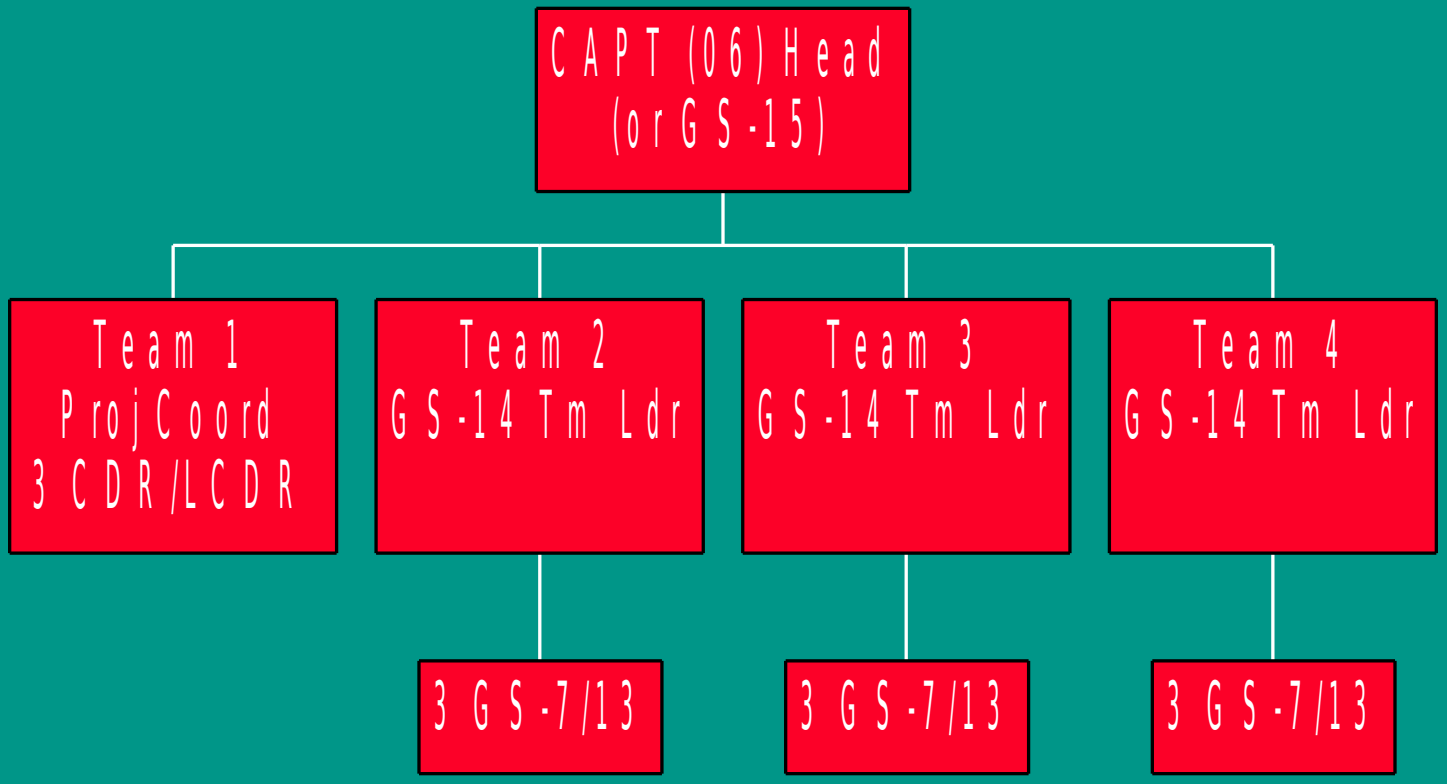
Excessive Layering Example - After



Unnecessary Positions & Narrow Span of Control Example-Before



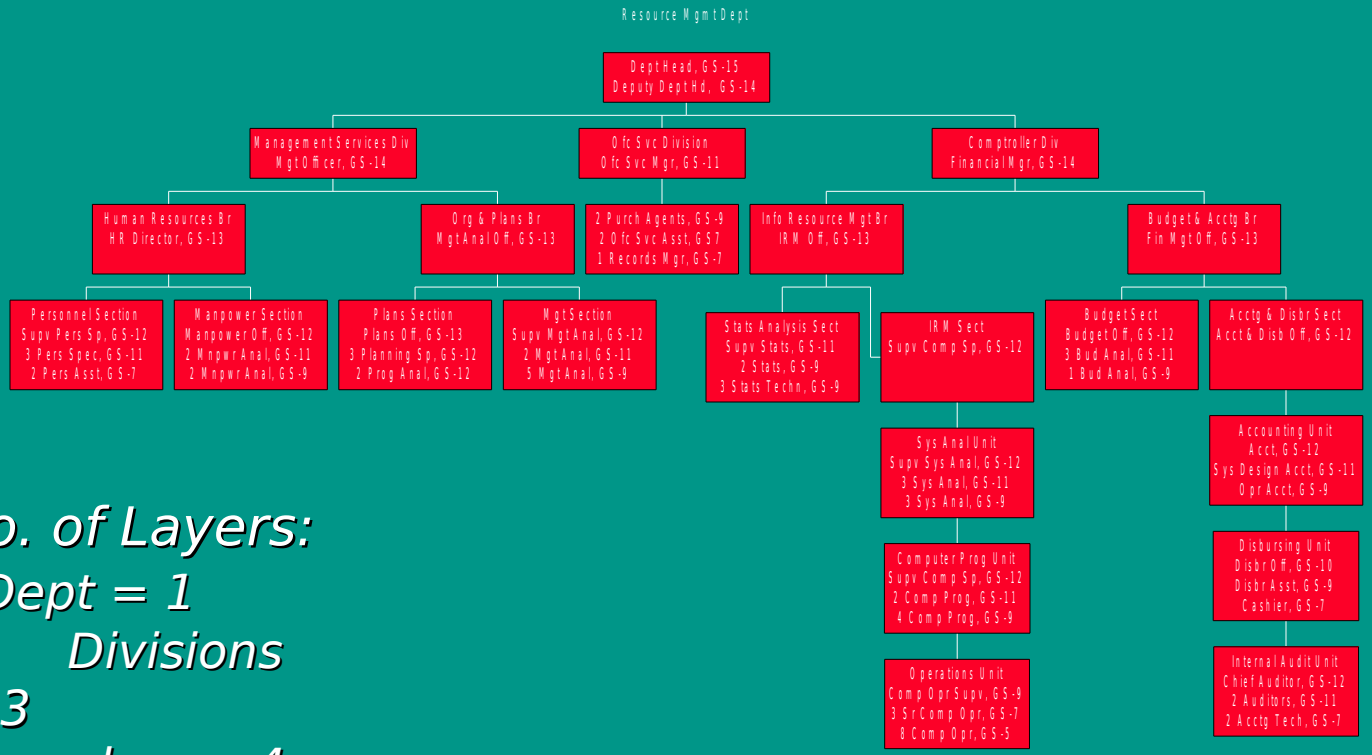
Unnecessary Positions & Narrow Span of Control - After



Introduction: Case Study Exercise on Resource Mgt Dept

- Pre-Workshop reading assignment
- Case Study (Handout) Materials
- Form groups of 4-5 students
- Group reports on findings
- Class discussion

PM Case Study - Proposed Organization



No. of Layers:

Dept = 1

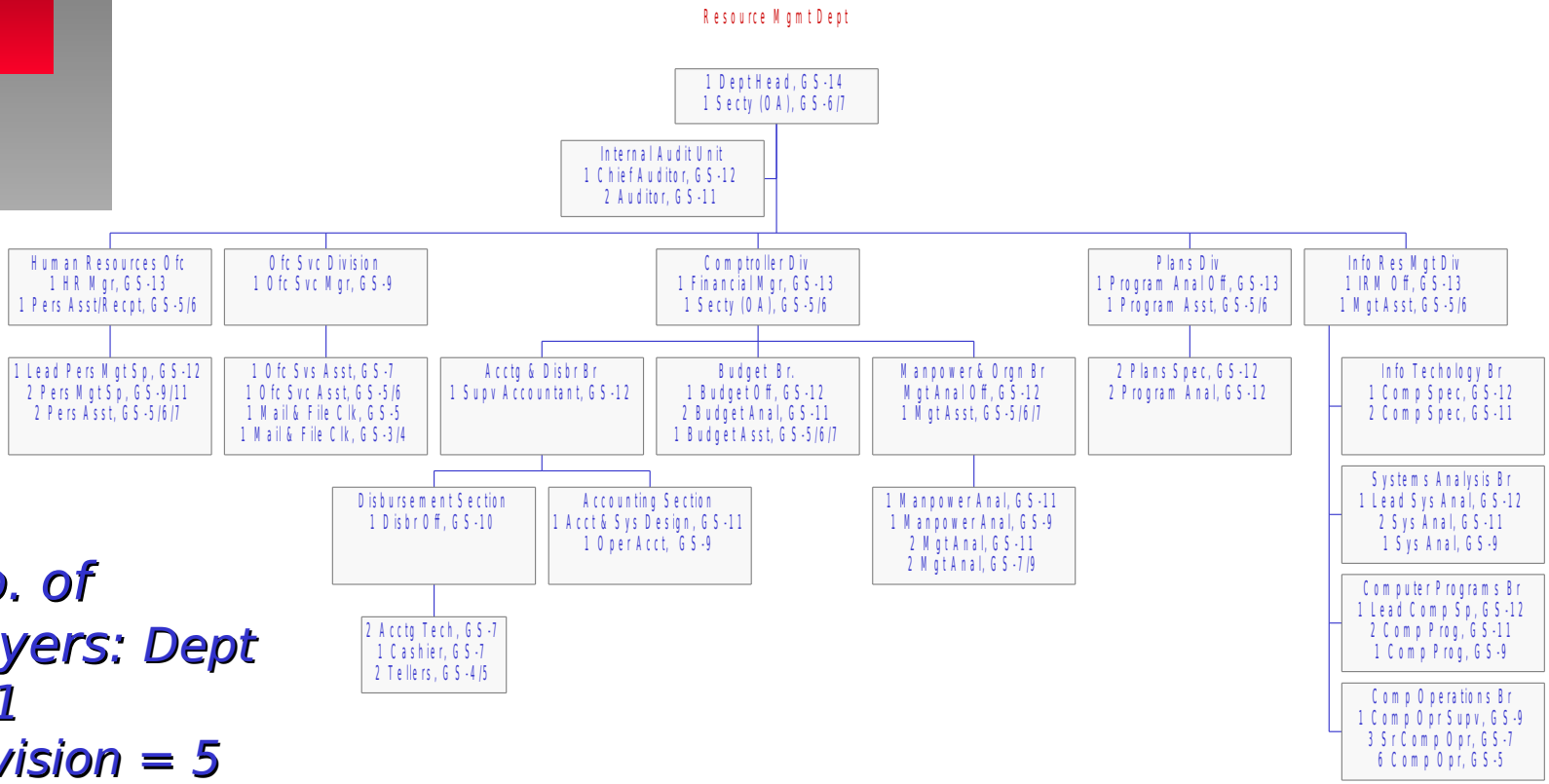
Divisions = 3

Branches = 4

Sections = 8

Units = 6

PM Case Study - MEO for Resource Mgt Dept



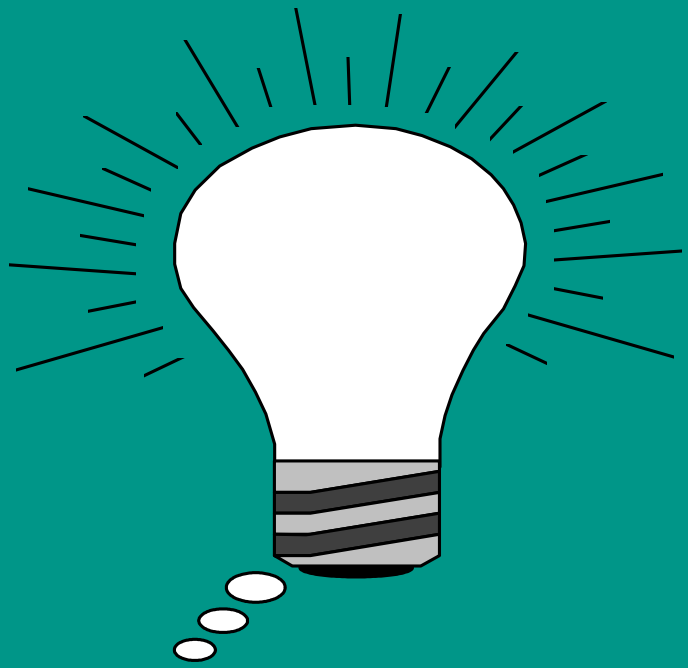
No. of Layers: Dept = 1
Division = 5
Branch = 7
Section = 2

Pre-Test Answers

- 1. PM definition
- 2. Yes, there are differences.
- 3. Other cost items:
  - Retirement
  - Leave
  - Health Insurance
  - Life Insurance
  - RIF Costs
- 4. F. All of the above
- 5. False
- 6. PM Officer
- 7. False
- 8.Pos Description
- 9. No, alternatives are available
- 10.Matching
  - Effectiveness c.
  - Position Mgt d.
  - Economy e.
  - Org. Design b.
  - Efficiency a.

Pre-Test Answers (Continued)

- *AHAAA!*



Conclusion

- Summary
- Questions and Answers